



Improving the Technical Capacity of the Community Services Division Officers

Final Report

Submitted to:

Department of Wildlife and National Parks, MCI, Government of Botswana
United States Agency for International Development, RCSA
BIOFOR Task Order 802

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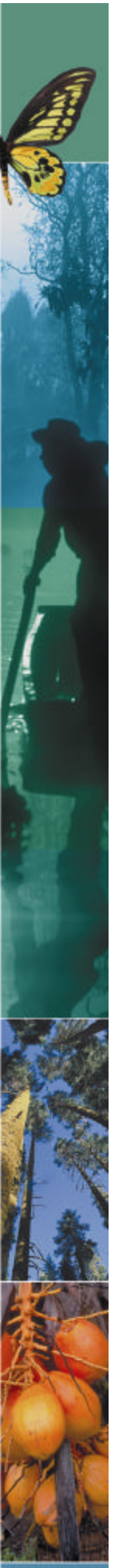


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ACRONYMS

BIOFOR	Biodiversity and Forestry Task Order
BOCOBONET	Botswana Community Based Organization Network
BOCONGO	Botswana Council of Non-Governmental Organizations
BWTI	Botswana Wildlife Training Institute
CAP	Community Action Plan
CBNRM	Community-Based Natural Resource Management
CBO	Community-Based Organization
CCF	Community Conservation Fund
CHA	Controlled Hunting Area
CSD	Community Service Division, DWNP
DLUPU	District Land Use Planning Unit
DOD	District Officer (Development)
DOL	District Officer (Lands)
DWNP	Department of Wildlife and National Parks
FAP	Financial Assistance Policy
GoB	Government of Botswana
M&E	Monitoring and Evaluation
NCSA	National Conservation Strategy Coordinating Agency
NDP8	Eighth National Development Plan
NRMP	Natural Resources Management Project
PACT	Private Agencies Cooperating Together
PRA	Participatory Rural Appraisal
RCSA	USAID-Regional Centre for Southern Africa
SADC	Southern Africa Development Community
SNV	Netherlands Development Organization
USAID	United States Agency for International Development
WMA	Wildlife Management Area

Executive Summary

USAID has been supporting the Botswana Department of Wildlife and National Parks (DWNP) in developing a Community-Based Natural Resources Management (CBNRM) project for the past nine years. Through the Natural Resources Management Project (NRMP), USAID helped the DWNP develop implementation approaches and a policy framework for allowing communities to gain control over the management of their natural resources. Several communities have formed legally registered trusts and have acquired leases from land boards to use their land for hunting, tourism, and other enterprises.

Based on the early success of the NRMP, NGOs have become involved in CBNRM. Today, a number of organizations are involved in supporting CBOs in different ways. Two important developments at the national level have been the recent establishment of a Community Services Division (CSD) in the DWNP with responsibility for CBNRM, and an umbrella organization for CBOs, the Botswana Community-Based Organization Network (BOCOBONET), both established in 1999 to represent CBOs and carry out coordination and advocacy on their behalf.

BOCOBONET will take over some of the services provided by the USAID-funded PACT/IRCE project that has been providing training and facilitation to CBOs. However, there are constraints at the national level: the CSD is new and has new and inexperienced staff members whose skills and capacity need to be strengthened.

At the district level, DWNP staff play an important role in the support of CBOs. In some instances, where there has been no consistently supporting NGO, CSD staff provide the primary assistance to CBOs. DWNP staff coordinates the work of the Technical Advisory Committees (TACs) that help CBOs in their tender evaluations. Several NGOs are working with CBOs in the districts, providing a variety of services. The private sector is involved mainly as joint venture partners. An important development in Ngamiland is the establishment of a district CBNRM forum, which will help coordinate the activities of CBNRM implementers and promote CBNRM in the district.

There are also constraints at the district level: 1) CSD staff and other TAC members lack skills in, and often do not have the time for, facilitating the development of strong and accountable community institutions; 2) these individuals also lack skills in enterprise development; 3) Community Review Committees have little real involvement in the tender assessment process; and 4) the CSD has yet to develop specific partnerships with NGOs and other agencies that can complement the skills and capacity of CSD staff.

Attention needs to be focused on the processes of community institution building (developing accountable, representative committees) and of enterprise development. CSD and other CBNRM implementers need greater training in facilitation to help communities in these processes. They also need to know how to access the skills and expertise of other agencies including the private sector so they may complement their own skills and capacity.

The primary recommendations of this report are:

- CSD should actively support, promote, and engage in the development of a shared vision for CBNRM among Stakeholders
- CSD should clearly identify its own role in CBNRM and develop partnerships/coalitions with other agencies to complement and supplement the CSD activities
- CSD staff should be given information on how to access different funding sources, services, and service providers to link communities with appropriate services and providers
- CSD and other CBNRM implementers should consider augmenting the human resource pool through the use of volunteer organisations
- The private sector should be viewed as a partner in CBNRM and discussions initiated with private sector umbrella organizations about how they can provide services and assistance

In general, the CSD and other implementers should give more attention to the training and skills development required for facilitating important processes and should address the following areas of need, in particular, developing a thorough:

- Understanding of the National Conservation Strategy (NCS) and of the concept, Community Based Natural Resource Management
- Understanding of the best practices for project implementation
- Understanding of the CCF and the steps necessary for accessing funds from this source
- Understanding of funding and financial procedures
- Knowledge about the available sources of assistance to communities

Training to Improve the Technical Capacity of CSD Officers

From February 28 to April 17, 2000, education and training consultant Wilfred Slade carried out a consultancy for the Biodiversity and Forestry Task Order under the Community-Based Natural Resource Management Indefinite Quantity Contract. The activities and recommendations of this consultancy are described in the following report.

A. Introduction

A mandate of the Botswana Department of Wildlife and National Parks (DWNP) is to effectively conserve the biodiversity of Botswana while ensuring that Botswana appreciate and benefit from sustainable utilization of the wildlife resources. The DWNP believes that its success will be reflected in the conservation of its biodiversity and in the contribution of the wildlife sector to the development of the nation. To achieve this goal, the DWNP recommends that communities organize themselves to manage their own natural resources. The effective implementation of CBNRM is dependent on a partnership between the communities, NGOs, the private sector, and the department. For this partnership to flourish, the principles and features of CBNRM need to be understood by all parties involved in the community management of natural resources.

To realize these goals, training materials were previously developed under the USAID/Natural Resources Management project (NRMP). The task of the consultancy described herein was to use and build on these materials in a CBNRM training-of-trainers workshop, and to encourage their use as well as use of the “Botswana Wildlife Training Institute (BWTI) Extension Modules” and the *CBNRM Practitioners Guide*.

The purpose of this training was to improve the technical capacity of CSD officers to fulfill their role as extension agents for community involvement in natural resource management. At the end of the exercise, the workshop participants were expected to be familiar with and able to use the *CBNRM Practitioners Guide* as well as other resource materials.

The objectives of the consultancy were to:

- Review the “BWTI Extension Modules” and the *CBNRM Practitioners Guide*
- Review the Nonothso training provided by PACT to CSD staff in January 2000
- Review documents supporting CBNRM as necessary
- Integrate *Guidelines for Community Reinvestment Options* and *Guidelines for Applying for CCF Funding*, prepared by the CCF strengthening specialist, into the CBNRM ToT program, practitioners guide, and BWTI module, as necessary
- Integrate the consultation sessions for the CSD strategic plan and the CSD organization plan into the CBNRM ToT Program

- Evaluate training, with a view to making sure that it will be effectively put to use
- Prepare a report on training

Deliverables consisted of:

- 10-day training of CSD extension staff and BWTI counterparts
- 30 copies of the new sections of the *CBNRM Practitioners Guide*
- 15 copies of the consultancy/CBNRM ToT workshop report
- 2 digital copies of the report saved in MS Word

A1. Preliminary Discussions

Preliminary discussions with CSD and BWTI staff revealed that many officers (particularly the more recent recruits) working with communities felt inadequately prepared for helping with the establishment of CBOs and the processes involved in accessing CCS funds. They lacked confidence in their ability to act in these matters and had a tendency to become overwhelmed by the perceived complexities of the process.

Both senior and junior CSD staff expressed an interest in training, particularly training that would deal with the nuts and bolts of proposal writing, the application procedures for funding, and the ongoing monitoring of projects.

A2. Document Reviews

During the consultancy, documents were reviewed, including the three extension modules used at BWTI, the practitioners guide, the *Joint Venture Guidelines*, the CCF application forms, the draft CBNRM Policy, the CCF Financial Agreement, and the Nonotsho Workshop report. These document reviews are described in subsections B, C, and D of this report.

B. Report Format

This report is divided into the following sections:

- Description of people consulted and seminars conducted prior to the training-of-trainers workshop
- Description and evaluation of the training-of-trainers workshop
- Recommendations, with a focus on sustainability

C. Consultations, Seminars, and Meetings

C1. Initial Planning

Work began with the reading of background information, the *Practitioners Guide* and the BWTI modules, Community Extension I, II, and III. The consultant worked with Bill Kedrock on the training components of his recommendations on technical support for the CSD, CBOs, and

NGOs in implementing CBNRM; with Brian Jones on tender package guidelines for CBOs and TACs; and with Ingrid Chite on Appraisal Committee training needs.

Based on these initial planning steps, it was decided that the consultancy should include the following training activities:

- A two-day workshop with BWTI staff concerned with CSD training to discuss available resource materials and the program offered to CSD officers, as well as to consider possible changes to the curriculum
- A one-day seminar with the Appraisal Committee regarding their training needs as well as additional training CLOs might need to submit better applications
- Two one-day workshops at the district level with the CLOs and TACs to consider changes to the tender package guidelines and implementation procedures
- A 10-day CBNRM workshop for CSD staff and representatives from NGOs to work through the stages of setting up a CBO, in particular the technical support mechanisms for both fledgling and mature CBOs; also, extension and communication techniques, and the concept of CBNRM, broadly speaking.

C2. Meetings

Following are brief descriptions of meetings held with various organizations and individuals, with particular reference to the training needs identified. These descriptions lay the foundation for the recommendations made in subsection E of this report.

C2a. Department of Wildlife and National Parks (DWNP)

Poppy Monyatsi, acting assistant director and head of the Community Service Division (CSD). Ms. Monyatsi identified areas requiring attention. First, regarding money management at the community level, she said communities were having difficulty with accounting procedures and with reinvestment. In some cases, she said, communities had large amounts of capital and little idea of how best to invest it.

She said that many communities were unaware of the funding that was available for development and should be informed and assisted with accessing these funds, particularly from the CCF. However, she believed that the application form needed to be made more user friendly.

With regard to formal training for CSD officers, Ms. Monyatsi was adamant that this should take place at BWTI. She felt that the practitioners guide, along with the relevant BWTI modules, should form the core of the training provided.

Ingrid Chite, de-facto fund manager for the CCF. Ms. Chite had participated in all the Appraisal Committee meetings and stated that generally the quality of proposals was not good, particularly in the area of budget preparation, and this made it difficult for the committee to evaluate them.

The best proposals tended to come from NGOs, she said, and they usually did not use the application forms, preferring instead to prepare lengthy, sophisticated proposals.

She did, however, believe that the use of a standardized application form was the most practical solution for communities, but that the forms themselves needed some revision. There was also a need for CLOs to be trained in completing the forms fully to the standards required by the Appraisal Committee. In addition, she felt that there was a need for similar training of DULUPU and TAC members because these were normally the first organizations approached by communities seeking to finance CBOs.

Perhaps the most important point to arise from this meeting was Ms. Chite's contention that the position of fund manager needed to be a full-time job, and that the way it was being done now was not sustainable and would never do justice to the position. In addition, the person filling this position needed an office, a computer, and a vehicle, and these needs would become more pressing as the numbers of registered CBOs increased.

Titus Rooi, a CSD officer working in Ngamiland. This meeting was held at the Maun District Office of the DWNP, probably the busiest district in Botswana with regard to CBO and CBNRM activity. Mr. Rooi, a relatively inexperienced officer, indicated that there were three areas in which he felt the need for further training. First, he felt he lacked sufficient knowledge or insight into the concept of CBNRM in general. Second, he needed more training focused on the procedures relating to CCF funding — he claimed to have experienced considerable difficulty with the application form. He added that he and the other less experienced extension officers would benefit from training in communication techniques and use of communication equipment.

Mr. Rooi said that he had found the *Practitioners Guide* very useful, but that there were sections that needed further explanation, possibly another area for training.

Many of Mr. Rooi's concerns became incorporated into the training-of-trainers program.

C2b. Botswana Wildlife Training Institute (BWTI)

Meetings were held with the deputy principal, Mr. Nkawana; a senior lecturer Mr. Segale-Gobuamang; and two lecturers who teach the community extension modules, Mr. Badubi and Ms. Ditiro

Because BWTI had been identified as the main source of future training for the Community Services Division, it was important to establish what is currently being done at the institute and to discuss its capacity to carry out this role in future.

Currently, only the module "Community Extension I" is taught as an integral part of the certificate course at BWTI. This means that all certificate students and therefore the majority of wildlife officers will at some stage of their careers do this course. However, should they wish to do additional courses relevant to the work of the CSD, these would have to be taken as electives.

The institute is in favor of making the modules "Community Extension II" and "Community Extension III" compulsory for CSD officers doing the certificate course, and is also prepared to

run special courses for serving officers from the CSD (certificate holders) to do these courses. However, this would need to be done by special arrangement between the head of CSD and the principal.

The problem for BWTI lecturers is that their knowledge is all theory and not grounded in experience. For example, currently at BWTI, there is not a single copy of the *Practitioners Guide*, with the result that this material is not taught. When Mr. Badubi and Ms. Ditiro were introduced to the guide, they immediately saw it as a useful tool for teaching about CBNRM, particularly to extension officers.

Mr. Badubi and Ms. Ditiro intend to incorporate the practical sections from the *Practitioners Guide*, the procedures outlined in the *CCF Guidelines*, and the contents of the new CCF application form into their teaching. This will give the course a more hands-on, practical flavor and better serve the needs of the CSD.

C2c. Consultants

Two other consultants, Brian Jones and Bill Kedrock, working on the CBNRM CSD project were interviewed on the question of training needs, and both made valuable suggestions that should be considered.

Brian Jones suggested that the DWNP should clearly identify its own role in CBNRM and focus training on its strengths, trying to strengthen its core competencies rather than attempting to do everything. This could include policy and legislation development, community awareness-raising and mobilization around CBNRM, monitoring and guiding of the tender process, facilitating community access to appropriate services, training of CEGs, and other resource management-related training.

The CSD and other CBNRM stakeholders should focus on training and skills development for facilitation of important processes such as institution building and enterprise development. However, such training should recognize that these are ongoing processes that need regular attention. While these skills need to be developed in service providers, they should also be developed in Trust employees.

Mr. Jones also pointed out that CSD staff need to be given information on how to help communities access other sources of funding and not just the CCF. They should receive training in how to view themselves as district-level facilitators and coordinators and to develop the necessary skills and confidence to take on this role.

Mr. Kedrock pointed out that much of the training around CBNRM needed to be focused directly on community and Trust members. Communities lack basic managerial skills and this applies particularly after grants have been awarded. They need training in areas such as accounting, asset maintenance, reporting, and auditing. Communities also have little experience in soliciting legal or technical advice and this is another area where training could be beneficial.

We do not suggest that this training be done by DWNP personnel, but that CSD officers act as facilitators in the process.

C2d. PACT/IRCE

Jonathan Habarad, PACT, to discuss the recent Nonotsho workshop, “Facilitating Effective CBNRM through Participatory Rural Animation.” This workshop focused primarily on capacity building, but it also addressed the question of funding proposals. According to Mr. Habarad, proposal writing proved to be extremely problematic to participants, and even the standard CCF application form was difficult to use.

It was suggested that the CCF application form be simplified and that CSD officers be carefully trained in its use so that as facilitators in the process, they are comfortable with the questions asked and can successfully elicit the required responses from communities. Further, it was suggested that part of the training should include developing an attitude of empathy in CSD officers toward remote rural people, and a willingness to accommodate the difficulties they may experience in completing forms as complex as this application form.

D. Workshops

D1. TAC Tender Process Workshop

This workshop took place in Tshabong on Thursday, March 23, 2000, and included 14 members of the Technical Advisory Committee. The purpose of the workshop was to discuss the development of a tender assessment system that removed incentives and opportunities for corruption, and that allowed for the maximum community involvement in the process.

By the end of the workshop, participants had agreed that the following steps would significantly contribute to the achievement of both the above goals:

- Encourage communities to discuss and decide what they expect to get from the sale of their resource, and also to develop a benefit distribution plan by village, household, or individual. It was believed that this action would involve communities in the process from the beginning and would effectively place decisionmaking in the public domain. This would prevent the current situation where decisions regarding the tender process often are made by the CSD officers and the TAC on behalf of communities, with little or no consultation.
- Have the community work with the CSD officer and others to ensure that clear, specific, and realistic conditions for awarding the tender are included in the official Invitation to Tender
- Make meeting the conditions published in the Invitation to Tender the prime focus of the TAC and the Review Committee when evaluating proposals from prospective joint venture partners. If the technical proposal does not adequately address the conditions of the community, the proposal must be rejected or at least taken back to the people for reconsideration.

- Ensure transparency by strictly adhering to the precautions and checks laid down by the DCEC

It was agreed that before adoption, the points suggested be discussed further at the forthcoming CBNRM workshop for CSD officers in Maun.

D2. Appraisal Committee Workshop

Although circumstances prevented this scheduled workshop from being held, the consultant was able to conduct interviews with some individuals who served on the Appraisal Committee and to gain the following insight into the workings of this committee.

During 1999 it proved difficult to call meetings due to the many prior commitments of the members, but the problem seems to have been overcome this year by having the four meetings scheduled. The first meeting of 2000 was fully attended, and this bodes well for the next three.

From the CSD perspective, this scheduling success implies that officers can rely on the meeting dates and can therefore help communities meet these deadlines. It also means that communities can plan ahead knowing in general when the funds will be available.

For the most part, the amount of information supplied on applications is adequate with regard to objectives, beneficiaries, etc., but there is usually a significant lack of information around the question of budgets. Applicants tend not to provide sufficient budget information, a practice that requires urgent attention. CSD officers could play an important role in ensuring that communities consider the budget more carefully when planning projects. The *Practitioners Guide* contains a much useful information on the subject of finances and budgets.

All the respondents agreed that it was essential to have a full-time fund manager who could be responsible, *inter alia*, for managing the affairs of the appraisal committee, calling and taking minutes at meetings, sending out notices, receiving applications, and monitoring incremental payments as well as periodic reports. This person would work closely with CSD officers and should probably be recruited from the ranks of the CSD.

D3. CBNRM Training-of-Trainers Workshop

A 10-day workshop was held in Maun from April 3-14. The workshop was attended by 22 CSD officers from the districts as well as those from headquarters in Gaborone. The purpose of this workshop was to discuss issues relating to the implementation of CBNRM, consider the concepts of extension and communication, and evaluate new documents related to their work. The workshop was also intended to be a training-of-trainers exercise because participants would be expected to transmit some of the concepts dealt with to other practitioners and to the communities.

The workshop addressed the following areas:

Day 1 Introduction to Extension and Community Service: CBNRM, Background and Rationale

- Day 2* Participation and Development in the Developing Countries: Extension Work in the Context of Botswana
- Day 3* “Practitioners Guide” Evaluation
- Day 4* “Joint Venture Guidelines”: Translation and Evaluation
- Day 5* Communication Techniques: Tender Invitations; Tender Evaluation at District (TAC) Level
- Day 6* CCF Guidelines Criteria and Procedures: CCF Application Forms, Category I and II
- Day 7* CCF Financial Agreements: CCF Project Design and Grant Management; CBNRM Private Sector Role; BOCOBONET Strategic Plan
- Day 8* CBO Reinvestment Options: The CBNRM Forum; The Appraisal Committee; CBNRM Policy, Document Review
- Day 9* CSD Purpose Vision and Core Values
- Day 10* CSD Administration and Image: Workshop Evaluation

Some of these topics had a direct bearing on future training and are discussed below:

Extension and community service. There was a great deal of interest in this section of the workshop, particularly among the more junior officers. It is essential that less experienced CSD officers have ongoing training in the skills required to be effective extension workers. Those who have not been exposed to the BWTI extension modules should be given the opportunity to do so, and serving field officers should periodically have the opportunity to attend refresher courses either provided by the division itself, through its senior officers, or by outside institutions or trainers. A number of senior officers also expressed the desire to attend post-graduate courses in disciplines related to social work.

CBNRM background and rationale. The less experienced officers in particular benefited from this section and were excited to be introduced to the considerable range of resources available for the purpose of explaining the concept of CBNRM. It is recommended that the division acquire these tools, including videos, posters, and brochures and make them available to officers as soon as possible so that they may start using them in the field. The Botswana experience is well illustrated and documented by the *NRMP Video*, the *NCSA Education Pack*, the *Practitioners Guide*, and other printed resources, but many extension officers do not have access to these.

Joint Venture Guidelines. A full day was dedicated to the study of the Joint Venture Guidelines, and in particular the Setswana translation of these guidelines. One day was insufficient time for this issue, and the considerable task of finalizing the translation will need to be addressed as soon as possible. This task will probably best be carried out by a select group of CSD officers under the guidance of Poifu Labane, who has led the process to date.

Communication. The section on communication was well received, but there is still room for considerable training in this field. Some officers expressed the need for training in both communication techniques and in the use of communication tools.

Tender invitations and tender assessment at district level. The new recommended procedures for drawing up tender invitations and assessing tenders by TACs were well received, and CSD officers recognized the need to take these procedures to the districts and to run workshops with TACs and review committees. In essence, these new procedures simply call for more community involvement and transparency at all stages of the procedure.

CCF application forms. The two new CCF application forms that replace the old single form were carefully evaluated. It was generally felt that the decision to separate the applications into a category for “start-up” funding and another for “project” funding would considerably simplify the procedure for CSD officers. There was also agreement that the new format with its explanation blocks was a significant improvement on the old form (see Annex A).

As the individuals most likely to be using these forms, CSD officers must become completely familiar with them as well as the *Community Conservation Fund: Guidelines, Criteria and Procedures*. This will require academic rigor on the part of officers, and work by the head of the division to ensure that this takes place. CSD officers who can help and advise communities in correctly completing these forms will greatly assist the Appraisal Committee and the entire process of implementing CBNRM.

The Community-Based Natural Resource Management Policy. Workshop participants showed a great deal of interest in this section, indicating that they recognize the importance of this policy to the future of CBNRM in Botswana. It is important that CSD officers be familiar with the entire document and in particular the sections dealing with conservation as the basis for CBNRM, community managed access, and quotas for the use of wildlife resources. CSD officers are encouraged to study the policy as soon as the final version is published.

CSD purpose and vision. Considerable attention was given in the final stages of the workshop to the purpose and vision for the CSD. Participants were asked to consider the purpose of their division in the light of the DWNP mission statement, and to discuss the future role of the division in the implementation of CBNRM in Botswana. Participants discussed a number of aspects such as community mobilization, community development, the CCF, monitoring and evaluation, NRM, and joint ventures. They also discussed ranks and grades, the distribution of officers, regulations, and staff training. With regard to training for CSD officers, the following areas of need were identified:

- In-house training for newly assigned officers
- CSD officer involvement in teaching selected modules at BWTI
- Field training in CBNRM for BWTI trainers
- Updating existing BWTI training modules
- Training in degree and non-degree courses
- Targeted training for specific divisional activities

D3a. Workshop Evaluation

Following is a summary of participants' written evaluations on the last day of the workshop, along with the consultant's observations.

Participants felt in general that the workshop had addressed their needs, but that much of the ground covered was repetition for the more experienced officers. Participants at the workshop were either highly experienced extension officers or new and relatively inexperienced officers. It was suggested that the workshop could have been more effective had it been aimed exclusively at one group or the other. However, the mix did provide junior officers with some important insights, and it was good that they were able to benefit from the experience of senior officers.

A serious omission at the workshop was the absence of the head of the CSD division. Her participation would have greatly benefited all participants as well as the morale of this new division.

Toward the end of this intensive, two-week workshop period, participants began to become fatigued. Although it made logistical sense to bring all participants together in one session, it would have been better to hold two or even three shorter workshops. Future workshops should be shorter and more focused, both in terms of participant selection and subject matter. Shorter workshops are educationally more sound.

Business was left unfinished in some areas, e.g., the revision of the Joint Venture Guidelines and the *Practitioners Guide*. It is important that arrangements be made as soon as possible to complete these tasks. It is suggested that the head of division appoint task teams for this purpose. It is also important that the head of division ensure that the newly revised CCF application forms be approved and brought into practical use.

Presentations by the private sector, NGOs, and BOCOBONET were well received. In each case the need for a register of service providers was recommended. There was agreement that BOCOBONET should be responsible for collating and distributing these lists. It is essential that the CSD follow up on this to ensure that these lists be made available and put into use in the field. There was general agreement that closer links with outside agencies could significantly ease the work of CSD officers in implementing CBNRM in Botswana

E. Recommendations

E1. Training Needs

The following five areas of training need have been identified:

1. *A thorough understanding of the National Conservation Strategy (NCS) and of the concept of Community Based Natural Resource Management (CBNRM).*

To be effective facilitators, CSD officers need to fully understand the NCS and that CBNRM is largely a response to this strategy. With the rationale for the concept clearly in hand, CSD

officers will be able to easily explain the concept to others as well as understand the processes in its implementation.

Effective resources exist for explaining this subject in the Botswana context. These include the NCS Video Education Pack, the Botswana NRMP video with facilitators notes, and NRMP posters and booklets. In addition, there are senior officers in the DWNP with extensive, direct experience in CBNRM who could share their knowledge with their younger colleagues in formal or informal ways.

2. A thorough understanding of the best practices for project implementation

CSD officers need to be familiar with both the theory and practice of extension work.. They need to know the techniques for communicating ideas to the communities in which they work., and be able to apply these techniques in a particular context, such as working through an implementation process with a community step by step. For this they need both communication skills and a sound knowledge of the actual procedures in the context of their work.

Good resources also exist for this purpose. The theoretical side is adequately dealt with in the three BWTI modules Community Extension I, II, and III, while the practical steps involved in implementing CBNRM are dealt with in the *Practitioners Guide*.

3. A thorough understanding of the CCF and the steps necessary for accessing funds from this source

CSD officers should be in a position to help any community from the initial contact through to the final stages of a project. This mean they should know the sequence of events, procedures, and paper work. They must also know when it is necessary to call in outside experts such as lawyers and environmental specialists as appropriate.

Although experience is probably the best teacher in this regard, the document CCF Guidelines, “Criteria and Procedures”; the *Practitioners Guide*; and the CCF Application Forms will provide most of the information needed.

4. A thorough understanding of funding and financial Procedures

CSD officers should be in a position to help and advise communities with the basic financial procedures involved in establishing and managing CBNRM undertakings. This does not mean that they need to be accountants or financial managers, but only that they are aware of the requirements and are in a position to give guidance when this is required. Extension officers should also take responsibility for advising communities to seek professional financial advice when appropriate.

A number of tools are available to guide officers in this regard. First, the *Practitioners Guide* has a chapter on “Enterprise Planning and Financing” and one on “Developing a Business Plan.” Also contained in the guide is the “Enterprise Development Toolkit,” the “Financial Management Manual,” and the “Joint Venture Guidelines.” These are useful publications that

will give the practitioner sufficient insight to be of great assistance to communities. However, it is imperative that CSD officers take the time to become familiar with these documents.

5. A thorough knowledge about the available sources of assistance to communities

CSD officers should make it their business to become acquainted with as many NGOs and private and Government agencies as possible that can help communities with the implementation of CBNRM. They should learn about the capacities of these agencies, their areas of expertise, and the costs of their services so that they can facilitate linkages whenever appropriate. Communities embarking on business ventures often need professional services and are in a position to purchase these by virtue of the CCF and other funds. The role of the CSD officer is to help communities find help and access the funds to pay for this help.

E2. Links with BWTI

The head of the CSD has determined that the bulk of future training for CSD officers should be conducted by the Botswana Wildlife Training Institute (BWTI). In principle, this is a logical decision because the institute is responsible for all training within the DWNP. However, CSD is a new division that requires training in areas unfamiliar to BWTI staff, which presents a considerable problem for the present.

The CSD has within its senior ranks many competent and highly experienced extension officers. However, the same cannot be said of the teaching staff at BWTI who will be expected to teach the community extension courses. The lecturers at BWTI who are responsible for teaching these courses are, by their own admission, inexperienced in this area.

Although these teachers are willing and have good support resources, they will need time and if possible field experience before they are able to do full justice to the training. At present, the module "Community Extension I" is taught as a part of the certificate course, and other modules as electives for people interested in the field of community extension.

In discussion with BWTI, the consultant was told that the institute encourages participation in courses by outside teachers with relevant experience when this is appropriate. It is therefore recommended at this stage that where CSD officers are being taught the more advanced extension modules, the CSD make provision for one of its more experienced officers to accompany the students and help with the education program and the teaching. This would not be a permanent arrangement, but should be considered until such time as the BWTI staff are comfortable with the course material. Another possibility would be for BWTI to bring in teachers from other institutions to conduct specialized courses.

It is also recommended that BWTI lecturers be allowed and encouraged to spend time in the field with the experienced CSD extension officers from the Ngamiland District, thus gaining first-hand experience in community work. This activity will undoubtedly result in enhancing the BWTI lecturers' confidence in teaching the extension modules. The BWTI principal has stated that this arrangement is possible and the lecturers concerned have expressed an interest in going into the field. To finalize this plan, an arrangement will need to be made between the institute and the head of the CSD division.

At present, the role for BWTI seems best limited to teaching the extension modules as part of the normal certificate course at the institute, rather than participating in the ongoing training of CSD officers. However, this could quickly change time given the necessary staff development.

E3. CSD Internal Training

The CSD could ensure that its less experienced officers receive good training by taking responsibility for its own training. The division has a wealth of experienced officers able to share their skills for the benefit of the division as a whole.

This could be achieved in the following ways:

- Organize regular short seminars or workshops to address areas of concern or need as and when they arise
- Use opportunities such as divisional meetings to conduct training or information dissemination sessions
- Periodically send experienced officers from the Gaborone headquarters to the districts to conduct training at the regional level
- Attach less experienced officers to the experienced officers for short or extended periods so that they might learn from them and gain more confidence

E4. Technical Training

Much of a CSD officer's work will include helping communities, NGOs, and private companies with technical tasks such as proposal writing, completing application forms, and monitoring of CBO activities. To carry out these tasks with confidence, officers must be fully conversant with the procedures, regulations, and forms. Fortunately, most procedures are well documented. Senior officers should insist that the less experienced officers make the effort needed to become familiar with them. It is suggested that this learning process be accompanied by periodic formal testing to ensure that officers are fully conversant with the tools of their trade.

Another area of technical training needing urgent attention is driving instruction.

Many CSD officers in the districts cannot do their jobs properly because they do not have driving licenses. The division is in the peculiar position of having sufficient vehicles (donated by NRMP) but few officers able to actually use them. It is strongly recommended that the head of division make arrangements for officers to get the necessary training as soon as possible.

E5. Ethics and Attitude

The CSD has a somewhat unique role within the DWNP. When it was established in 1999, the CSD was tasked with community mobilization and technical support to communities, as well as providing support and technical assistance to district officials. As the body responsible for the

monitoring and evaluation of all CBNRM activities, CSD has the opportunity to inculcate in its officers a sense of social conscience and empathy for the communities in which they work by emphasizing this in future training. CSD officers can learn to see themselves as having social responsibilities beyond those of most other DWNP officers. They can be taught to realize that their actions will impact on both the state of the environment as well as the lives of many people.

Because CSD officers will be expected, *inter alia*, to monitor the ethical standards of both private companies and community trusts, it is essential that they be made aware of the need for scrupulous behavior, and that they be familiar with the laws of the land as well as DCEC recommendations.

CSD is a new division intended to implement a radically new approach to conservation and natural resource management. As such, this approach is essentially democratic, community centered, and complex, demanding a new and caring attitude among extension practitioners.

ANNEX A

Community Conservation Fund: Application for Category I Activities

Applicants must please take care to complete *all sections* of this form as fully as possible so that their request for funding can be processed with minimum of delay. (Please note, that if any sections are not completed the application will not be considered. Where an item is not relevant, rather than leaving it blank please state “*Not Applicable.*”) When complete, one copy must be sent to the CCF Manager in Gaborone and one copy to the DWNP's District Community Liaison Officer (CLO).

Applicants are advised to use extra paper for more information if the space provided for an answer is not enough. Please when using extra paper, ensure that the numbering of your answers corresponds to the questions. Be sure to provide all requested additional information, and any further material that could be useful in appraising this application.

The CCF has two activity categories called Category I and Category II. Category I focuses on the CBO and activities are undertaken at the level of the CBO. Category II focuses on activities that may be implemented by a CBO or the Village Trust Councils (VTCs) that comprise the CBO.

To be eligible for Category II activities a CBO must demonstrate that it has the following, at a minimum:

- Registered Deed of Trust and Constitution
- Management Plan or Natural Resource Profile
- Financial Management System

If the CBO can not demonstrate that it complies with each of the above Category II requirements, then the CCF is prepared to assist the organization to do so through Category I activities, which do not require any organization matching funds or cost sharing contribution. For additional information on Category I and II activities please refer to the *Community Conservation Fund: Guidelines, Criteria and Procedures*.

Attachment I contains a list of firms that have been pre-qualified by CCF to provide services to communities for Category I activities. Communities may select firms or organizations other than those listed and, when doing so, should provide the following information on the firm or organization:

- General contact information, background and principal contact person
- Work history, particularly in the area for which their services are sought
- General technical approach to providing the service desired
- C.V.s of principles or others who might provide the service
- References from past clients

CCF will review the material and check references, which will require additional time. As a result, applicants using firms not prequalified are encouraged to submit applications well in advance of the scheduled quarterly appraisal meeting and should provide more than the required five-week minimum.

CCF Category I Activity Application

1. Name of the organization applying for assistance:

2. Locations:

a. Village/town/city: _____

b. District: _____

c. CHA: _____

d. Phone & Fax: _____

e. P.O. Box: _____

3. Which of the following does the organization have:

Yes

No

Registered Deed of Trust and Constitution

Management Plan or Natural Resource Profile

Financial Management System

Check the appropriate response, 'Yes' or 'No'. Please provide a copy of the documents marked as 'Yes'. For Financial Management System please provide an attestation from the CLO or the Economic Unit of the Community Services Division of DWNP that a proper system is in place.

4. Has this organization received CCF grants before? If yes, please provide the name of the project, the financial agreement number, the dates of the project, and its current status (completed or in progress).

While each grant is viewed independently, performance on past CCF grants will be taken into consideration. Successful management of past CCF grant funds will be considered favorably. *In addition, a CBO may not have more than one Category I grant activity outstanding, i.e., not yet completed, at a time.*

5. Please indicate which Category I activity the organization is applying for (mark only one):

Mobilization

- ___ Deed of Trust/Constitution/Articles of Association
- ___ Development of management plan or natural resource profile
- ___ Financial management system
- ___ First annual audit
- ___ Training and proposal development

Category I activities seek to provide the assistance necessary in order to put in place the three major prerequisites to Category II funding: registered Deed of Trust and Constitution, management plan/natural resource profile, and financial management system. Please check only one activity. *CCF will fund only one Category I activity at a time per CBO.*

6. Explain the benefits to the organization of completing the proposed activity and the expected output:

7. How many from the organization will participate in the proposed activity (if less than 10, please indicate by name):

8. Please attach a short inception report (two to three pages) describing the reasons for the activity, the objective, implementation methodology/strategy, expected output, and schedule. As Category I activities require the participation of outside service providers, the purpose of the inception report is to demonstrate that the CBO has discussed the proposed activity with the selected service provider and that both parties understand the activity and the results expected. It requires the expenditure of minimal effort, forethought and perhaps some small expense on the part of both the CBO and selected service provider. *The report must be signed by representatives of the community and by the service provider.*

9. Provide the following information about the selected service provider:

- a. Name of firm: _____
- b. Name of contact person: _____
- c. Phone & Fax: _____
- d. P.O. Box: _____

10. Is the firm or organization selected to provide the services required under the indicated activity a pre-qualified firm?

____ Yes ____ No

If "No", please provide the information requested on page one for non-prequalified firms and organizations. The requested information for service providers that are not pre-qualified is the same information sought previously from those firms that are pre-qualified.

11. CCF is working with the pre-qualified firms to establish fixed prices for their services. Until such pricing is in place, please complete the budget form provided as Attachment II.

12. The undersigned hereby certify that the above information is the truth to the best of their knowledge (to be signed by representatives of the CBO):

Name	Position	Signature
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Date: _____

13. CLO recommendation: ☐ Approve ☐ Disapprove

Name: _____

Date: _____

(Please attach CLO Checklist)

Attachment I

Firms/Organizations Pre-Qualified to Provide CCF Category I Services

Mobilization:

Deed of Trust/Constitution/Articles of Association:

Development of Management Plan/Natural Resource Profile:

Financial Management System:

CCF encourages all CBOs to adopt the system contained in the *Financial Management Manual for Community Based Organisations*. A copy of this system is available for review from the CLO. The Economic Unit of the Community Services Division of the DWNP can provide the necessary training. To arrange for this training, simply mark Financial Management System in question 5 and prepare an inception report, as per question 8, in consultation with the Economic Unit.

First Annual Audit:

Training and Proposal Development:

Attachment II CCF Budget Form

(See the attached instructions for guidance on completing the budget form)

1. Category: I II *(circle correct one)*
2. Activity: _____
3. Attach explanatory CCF Budget Cost Notes and pro-forma invoices.

	4. Total Est'd Cost	5. CBO Contribution	6. CCF Contribution
A. Personnel			
Number Days Cost/day			
A1. Management			
a.			
b.			
A2. Labour			
a.			
b.			
c.			
d.			
AA. Subtotal Personnel			
<u>Unit Size</u> <u>Cost/ Unit</u> <u># of Units Requir'd</u>			
B. Equipment			
B1.			
B2.			
B3.			
B4.			
BB. Subtotal Equipment			
C. Material			
C1.			
C2.			
C3.			
C4.			
C5.			
C6.			
C7.			
CC. Subtotal Material/Equipment			

				4. Total Est'd Cost	5. CBO Contribution	6. CCF Contribution
	<u>Unit Size</u>	<u>Cost/ Unit</u>	<u># of Units Requir'd</u>			
D. Training						
D1.						
D2.						
D3.						
D4.						
D5.						
D6.						
DD. Subtotal Training						
E. Services						
E1.						
E2.						
E3.						
E4.						
E5.						
E6.						
EE. Subtotal Services						
F. Other Direct Costs						
F1.						
F2.						
F3.						
F4.						
F5.						
F6.						
FF. Subtotal Other Direct Costs						
G. TOTAL COST and COST ALLOCATION (AA + BB + CC + DD + EE + FF)						

CCF Budget Step-by-Step Instructions by Item

The CCF Budget form serves several purposes. First, it provides an allocation of costs between CCF and CBO. Second, it presents clearly the CCF funded cost of an approved activity. Third, because it is broken down into line items and descriptions, it provides an indication as to how funding will be used. Finally, because each CCF recipient must report usage of CCF money against this standard budget form, it ensures consistency in financial reporting across grants and accountability within each CCF grant.

Complete the budget carefully. Double-check your estimates for CCF is not obligated to contribute more than what is agreed to and this amount will be based on the budget. That is to say, there is no obligation on the part of CCF to pay cost overruns. Therefore, the budget needs to be accurate and realistic.

Cost Notes

This CCF Budget Form is very important. Care must be taken in completing it. It is advisable to include CCF Budget Cost Notes with the form. Cost notes provide a brief explanation of how each item in the budget is calculated. For example a cost note for daily manual labor might read as follow (*this is only an example*):

A2. Labor

- a. *Manual*. Manual labor rates are based on P8/day, the standard daily wage for manual labor in (name of town/village)

CBO Contribution or Cost Sharing

There is no CBO contribution expected for Category I activities. Category II requires a CBO contribution equal to 20% of the total cost of the project. Such cost sharing may be provided by the CBO in the form of in-kind contributions.

In-kind Contributions

In-kind contributions may include labour, services, materials or commodities, equipment, office space, land, etc. These contributions should:

- Be verifiable from CBO records
- Be necessary and reasonable for achieving project objective
- Be provided for in the project budget
- Not include entertainment expenses, taxes or duties.

How to Value Items

- *Personnel*. Includes the value assigned to labour of any kind, whether short-term or long-term, skilled or unskilled. The value may be recorded as salaries, hourly or daily wages, stipends, or any other form of direct payment of funds to, or in-kind contribution by, any person who is not involved in a service contract arrangement. In

valuing personnel, one or all of the following methods should be taken into account in arriving at a final figure:

- ❑ Going market price/rate for type of labour provided
 - ❑ Government minimum wage, where applicable
 - ❑ Use of rates of payment that are consistent with those paid for similar work.
- *Equipment.* Includes non-expendable items, which can be purchased or rented, i.e. that has a use beyond the duration of the activity, e.g., office space, copier, typewriter, processing equipment, etc. In valuing equipment the following guidelines should apply:
 - ❑ Value of equipment should be reasonable and should not exceed the market value of such equipment of same age and condition at the time of purchase or contribution. If the item is not traded, its value could be established by an independent appraisal.
 - ❑ Land value should not exceed its fair market value or fair rental value.
 - ❑ Rented equipment should be valued by using the rental value, which should not exceed fair rental of similar equipment in the market.
- *Material.* Includes expendable (usually material or commodities). The term “materials” is used here to refer to all expendable items other than personnel. This would include such things as cement, lumber, paper, bags, paint, etc. Basically anything that gets used up in the course of the activity. Value of material to be purchased or contributed should be reasonable and should not exceed the market value of such items of same quality and quantity.
- *Training.* Covers any cost directly related to training (e.g., rental of training facility, printing training documents, provision of meals for trainees, etc) with the exception of full cost, all-inclusive training services, which should be captured under *Services*.

Any training paid by the CBO within the last six months may be included as a CBO contribution. For these costs to be considered as part of the CBO contribution, they should be reasonable and directly useful to the activity in consideration. Supporting documentation should be provided for all cash payments for training, a description of the program and an explanation as to how it is relevant to the CCF activity proposed.

- *Services.* Includes any sort of contractual arrangements for services (legal, technical, consultative, training, etc.) in which the contracted price includes all related expenses. In effect the CBO is buying a product or service. *Most of the costs of Category I activities, if not all, will likely fall under Services.*

Any services that may have been paid for by the CBO in cash and/or provided by someone else on behalf of the CBO free of charge may be included as part of the CBO contribution. For these costs to be considered as part of the CBO contribution, they should be reasonable and directly related to the activity being considered. Supporting documentation should be provided for all cash payments for commodities

and services, such as receipts and signed vouchers showing cost, time, rates etc. as applicable.

- *Other Direct Costs.* All direct costs that do not fall in one of the above budget categories. This might be for travel, per diem, photo copying, lodging, costs of administration of grant, etc. These costs should be identified as much as possible, shown as relevant and valued at going rates in the market place.

Items Not Eligible for Funding

- Existing debts, obligations, fines, penalties, etc.
- Ceremonies, parties, celebrations
- Purchases unnecessary to accomplish grant objectives

Step-by-step guide

The numbers here refer to the numbers on the budget form.

1. Circle the applicable Category.
 2. Write in the type of activity as marked in question 5 of the application
 3. See Cost Notes explanation above. Pro-forma invoices are a vendor's best estimate of true cost at the time of the pro-forma invoice. Many suppliers of services, material and equipment will be able to supply pro-forma invoices.
 4. Each item in the budget must have a figure written in this column.
 5. Show that portion of the amount in the Total Est'd. Cost column (4) that is contributed by the CBO. If none of the cost is contributed by the CBO either as cash or in-kind, then put 0.
 6. This amount should equal the difference of Total Est'd. Cost column (4) minus the CBO Contribution column (5).
- A1. List the management positions, the number of people in each position, the number of days budgeted for each position and the cost per day. For management, there should only be one person per position.
 - A2. List the labor positions, the number of people for each position, the number of days budgeted and the cost per day.
 - B. List the required equipment, the unit size where applicable, the cost per unit, and the number of units required.
 - C. List the required material, the unit size where applicable, the cost per unit, and the number of units required.

- D. Where not provided as a service contract, break down training costs into various components, e.g., lodging, facilities, meals, transport, training material, etc.
- E. Indicate the type of service provided, who is providing it, and the total contracted cost.
- F. List by item and provided the unit size, cost per unit and number of units budgeted.

Each column total will equal the sum by column of AA+BB+CC+DD+EE+FF. As a check, the sum of the column numbered 5 (CBO Contribution) plus the column numbered 6 (CCF Contribution) should equal the total of the column numbered 4 (Total Est'd. Cost).

ANNEX B

Community Conservation Fund: Application for Category II Activities

Applicants must complete *all sections* of this form as fully as possible so that their request for funding can be processed with minimum of delay. (If any sections are not completed, the application *will not be considered*. Where an item is not relevant, rather than leaving it blank, please state, “*Not Applicable*.”) When complete, one copy must be sent to the CCF manager in Gaborone and one copy to the DWNP's District Community Liaison Officer (CLO).

Applicants are advised to use extra paper for more information if the space provided for an answer is not enough. When using extra paper, ensure that the numbering of your answers corresponds to the questions. Be sure to provide all requested additional information, and any further material that could be useful in appraising this application.

The CCF has two activity categories called Category I and Category II. Category I focuses on the CBO, with activities undertaken at the CBO level. Category II focuses on activities that may be implemented by a CBO or the Village Trust Councils (VTCs) that comprise the CBO.

To be eligible for Category II activities, a CBO must demonstrate that it has the following, at a minimum:

- Registered Deed of Trust and Constitution
- Management Plan or Natural Resource Profile
- Financial Management System

This is a Category II application. If your organization cannot furnish the above documents, then you may not apply for Category II funds. However, the organization may be eligible for Category I funds. CCF provides grant money for Category I activities to help organizations satisfy these Category II prerequisites. For additional information on Category I and II activities, please refer to the *Community Conservation Fund: Guidelines, Criteria and Procedures*.

CCF Category II Activity Application

1. Name of the organization applying for assistance:

2. Locations:

a. Village/town/city: _____

b. District: _____

c. CHA: _____

d. Phone & Fax: _____

e. P.O. Box: _____

3. Please provide a copy of the following documents. If the organization cannot supply these documents then it is not eligible for Category II funds, but may be eligible for Category I funding.

_____ Registered Deed of Trust and Constitution

_____ Management Plan or Natural Resource Profile

_____ Financial Management System

When a CBO is awarded a CCF grant, it assumes the responsibility for effective and proper administration of funds. For this reason, the organization must demonstrate that it has the proper legal underpinning and systems in place to account for CCF money. CCF uses the information requested as a proxy for the capacity and capabilities of the CBO. If these three documents cannot be provided, then the applicant should turn to CCF Category I activities for assistance in obtaining these. *For Financial Management System, please provide an attestation from the CLO or the Economic Unit of the Community Services Division of DWNP that a proper system is in place and a copy of the most recent audited statements if the CBO has been audited.*

4. Has this organization received CCF grants before? If yes, please provide the name of the project, the financial agreement number, the dates of the project, and its current status (completed or in progress).

While each grant is viewed independently, performance on past CCF grants will be taken into consideration. Successful management of past CCF grant funds will be considered favorably. *However, in no case will CCF fund more than one active grant at a time per VTC (for CBOs with multiple VTCs) or per CBO (for those CBOs without multiple VTCs).*

5. Indicate which Category II activity the organization is applying for (mark only one):

_____ Sublease and joint venture agreements

- ___ Marketing studies and market development
- ___ Wildlife-related processing of natural resources
- ___ Veld product-related processing of natural resources
- ___ Conservation projects
 - ___ Operational costs
 - ___ Infrastructure development
 - ___ Animal reintroduction

Applicant should check the appropriate activity. Check only *one* activity.

6. Please give a title to the project (*This title and project number assigned by CCF will be used in all correspondence*):

7. Is this project already established or new?

Established	New
<p>1. <i>Chlorophyll a</i> (Chl a) content</p> <p>2. <i>Chlorophyll b</i> (Chl b) content</p> <p>3. <i>Chlorophyll a + b</i> (Chl a+b) content</p> <p>4. <i>Carotenoids</i> content</p> <p>5. <i>Protein</i> content</p> <p>6. <i>Starch</i> content</p> <p>7. <i>Cellulose</i> content</p> <p>8. <i>Hemicellulose</i> content</p> <p>9. <i>Lignin</i> content</p> <p>10. <i>Phenolic compounds</i> content</p> <p>11. <i>Flavonoids</i> content</p> <p>12. <i>Antioxidant activity</i></p> <p>13. <i>Antibacterial activity</i></p> <p>14. <i>Antifungal activity</i></p> <p>15. <i>Antiparasitic activity</i></p> <p>16. <i>Anticancer activity</i></p> <p>17. <i>Antidiabetic activity</i></p> <p>18. <i>Antihypertensive activity</i></p> <p>19. <i>Anticholesterol activity</i></p> <p>20. <i>Antithrombotic activity</i></p> <p>21. <i>Anticoagulant activity</i></p> <p>22. <i>Antiproliferative activity</i></p> <p>23. <i>Antimutagenic activity</i></p> <p>24. <i>Anticarcinogenic activity</i></p> <p>25. <i>Antimutagenic activity</i></p> <p>26. <i>Anticarcinogenic activity</i></p> <p>27. <i>Antimutagenic activity</i></p> <p>28. <i>Anticarcinogenic activity</i></p> <p>29. <i>Antimutagenic activity</i></p> <p>30. <i>Anticarcinogenic activity</i></p>	<p>1. <i>Chlorophyll a</i> (Chl a) content</p> <p>2. <i>Chlorophyll b</i> (Chl b) content</p> <p>3. <i>Chlorophyll a + b</i> (Chl a+b) content</p> <p>4. <i>Carotenoids</i> content</p> <p>5. <i>Protein</i> content</p> <p>6. <i>Starch</i> content</p> <p>7. <i>Cellulose</i> content</p> <p>8. <i>Hemicellulose</i> content</p> <p>9. <i>Lignin</i> content</p> <p>10. <i>Phenolic compounds</i> content</p> <p>11. <i>Flavonoids</i> content</p> <p>12. <i>Antioxidant activity</i></p> <p>13. <i>Antibacterial activity</i></p> <p>14. <i>Antifungal activity</i></p> <p>15. <i>Antiparasitic activity</i></p> <p>16. <i>Anticancer activity</i></p> <p>17. <i>Antidiabetic activity</i></p> <p>18. <i>Antihypertensive activity</i></p> <p>19. <i>Anticholesterol activity</i></p> <p>20. <i>Antithrombotic activity</i></p> <p>21. <i>Anticoagulant activity</i></p> <p>22. <i>Antiproliferative activity</i></p> <p>23. <i>Antimutagenic activity</i></p> <p>24. <i>Anticarcinogenic activity</i></p> <p>25. <i>Antimutagenic activity</i></p> <p>26. <i>Anticarcinogenic activity</i></p> <p>27. <i>Antimutagenic activity</i></p> <p>28. <i>Anticarcinogenic activity</i></p> <p>29. <i>Antimutagenic activity</i></p> <p>30. <i>Anticarcinogenic activity</i></p>

If the project is the continuation or expansion of an existing or established activity, please complete the information requested in Attachment I.

8. What are the objectives of the proposed project?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

This is an important question. The objective must be stated in clear terms and be easily linked to the activity checked in question 5. Think of the objective as the goal of the activity (e.g., to improve the quality of life, to increase income, to repopulate an area with game, etc.).

9. What are the expected results, who are the expected beneficiaries, and how will they benefit?

Describe the results. Who or what will benefit in terms of numbers and in what way. Think of results as the specific, quantifiable outputs (e.g., number of jobs created, bore hole dug, income earned per participant). For example, the following statement *would not be* acceptable: "We expect that members of the CBO will benefit by earning income." The following *would be* acceptable: "We expect that 55 individuals of the CBO will benefit through the opportunity to earn a monthly income from wages of P200 a month per person."

10. Indicate the number of people that will be employed during implementation of this activity and the type of jobs. Also, for activities that result in permanent employment, indicate the number of people to be employed and the types of jobs that are created and continue beyond the end of the activity. Use the table provided in Attachment II.
11. Please provide an implementation plan. A format is available in Attachment III.
12. Please complete the budget form found in Attachment IV.
13. Please complete the Proposed Installment Schedule form in Attachment V. For activities in excess of P50,000 the Appraisal Committee may choose to disburse funds against an approved budget in installments rather than all at once. If the proposed activity is greater than P50,000 please complete Attachment V, Proposed Installment Request form.
14. Name any other funding applied for or received for the same project. On a separate piece of paper provide a budget for its use, i.e., what will the money be used to pay for.

15. The undersigned hereby certify that the above information is the truth to the best of their knowledge (to be signed by representatives of the CBO):

Name	Position	Signature
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Date: _____

16. CLO recommendation: ☐ Approve ☐ Disapprove

Name: _____

Date: _____

(Please attach CLO Checklist)

Attachment I
Background for Continuation/Expansion of Established Projects

- a. Title of project/activity for which CCF funds are sought for continuation or expansion.

- b. What is the objective?

See item '8' above for discussion regarding objectives. Be sure to include a review of how additional funding will help to achieve the planned objectives or exceed them.

- c. What has it achieved?

Describe the results achieved to date toward the objectives and whether they exceed or fall short of planned results. See item '9' above for discussion regarding results.

- d. What problems has it encountered so far, if any, and how were these problems resolved?
If results discussed in "c" are less than expected, be sure to explain why.

- e. At what stage of development is the current project/activity?

____ Implementation

____ Operation, i.e., after implementation

- f. How has the project been financed to date?

Be sure to include any original project/activity budgets and an accounting of cost over- or under expenditures, along with an explanation as to why.

- g. What permits/licenses are required for the project and are they obtained?

Required

Obtained

<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

- h. Please provide copies of secured licenses/permits, financial records showing proper accounting of funds employed on the project, progress reports, etc.

Attachment II

Anticipated Employment During and After Activity Implementation		
Position	Number	Skills Required
<i>During Implementation:</i>		
A. Skilled		
1.		
2.		
3.		
B. Semi-skilled		
1.		
2.		
3.		
4.		
5.		
C. Unskilled		
1.		
2.		
3.		
4.		
5.		
6.		
7.		
<i>After Implementation (i.e., permanent):</i>		
A. Skilled		
1.		
2.		
3.		
B. Semi-skilled		
1.		
2.		
3.		
4.		
5.		
C. Unskilled		
1.		
2.		
3.		
4.		
5.		
6.		
7.		

- If there is no permanent employment as a result of the project, then the lower half of the table should be left blank. For example, drilling a borehole would only employ a few people during the project activity but not after the borehole was completed.
- Please copy the table if more space is needed.

Attachment III Implementation Plan

Item Explanation

- c) Give each line a consecutive number starting with 1.
- d) List the *activity* or *task*. Break the project into its major activities. Each project will have several. An *activity* will capture an important step in realizing the project objective. An *activity* may be dependent on completion of one or more preceding activities. Complicated activities may be divided into *tasks*. Each *task* will contribute to the completion of its *parent activity*. A *task* may be dependent on completion of one or more preceding *tasks*.
- e) Each *activity* must have one person identified as the lead person responsible for making sure the activity is completed. Tasks leading to the completion of an activity do not need a responsible person listed.
- f) Provide the dates on which the activity or task is expected to start and to end. Any project that exceeds three months in implementation must submit at least one interim Progress Report. The anticipated due date of any Progress Report should be indicated on the implementation plan.
- g) Fill in the months on the top line and the weeks on the next line, e.g.,

April			
1	2	3	4

On the calendar going across the page, indicate how long it should take for the activity or task to be completed by drawing a line across equal to the length of time required. Look to see if there are any obvious conflicts. For example, drill borehole is set to start before identifying the place to drill.

- h) Whenever there is a significant accomplishment, mark it as a milestone. Each milestone must be presented on a separate line with an expected date of achievement indicated.

Milestones are markers of significant progress or accomplishment along the road to realizing an objective or outcome. Milestones are process rather than time defined. It is possible to have a milestone within days of signing a Financial Agreement. Good milestones are meaningful, objective, and verifiable.